

PE 308 Theory and Psychology of Coaching

Chapter 3

Chapter 3 Key Concepts

- Most coaches use one of three common coaching styles (**command style, submissive style, cooperative style**), and these styles have various effects on athletes.
- Coaches need to understand the difference between leadership and management.
- Certain leadership qualities are associated with successful coaching.

Command Style of Coaching

- Prevalent in the past and still used today.
- Some inexperienced coaches adopt this style because they have seen it modeled by their own coaches or others.
- Some insecure coaches adopt this style because it helps them conceal their doubts about their own capabilities.
- This style can be effective if winning is the coach's primary objective, and if its authoritarian nature does not stifle athletes' motivation.
- Athletes' accomplishments may be credited more to the coach than to the athletes.

Command Style of Coaching

- Coach makes all of the decisions.
- The role of the athlete is to respond to the coach's commands.
- It is assumed that the coach has knowledge and experience, so it is the coach's role to tell others what to do.
- The athlete's role is to listen, absorb, and comply.
- Not compatible with the objective of "Athletes First, Winning Second".
- Not likely to produce the best performances in your athletes.

Submissive Style of Coaching

- Some coaches adopt this style because they lack the competence or confidence to provide instruction and guidance.
- Some coaches adopt this style because they are unwilling or unable to devote the necessary time and effort to properly prepare.
- Some coaches adopt this style because they believe that this coaching style is best for their athletes.
- Many people see this style of coaching as primarily a babysitter.

Submissive Style of Coaching

- Coach makes as few of the decisions as possible.
- Coach does not lead athletes.
- Throw out the ball and have a good time.
- The coach provides little instruction, provides minimal guidance in organizing activities, and resolves discipline problems only when absolutely necessary.
- Coach is not effective or beneficial to their athletes.
- Inconsistent with the "Athletes First, Winning Second" philosophy.

Cooperative Style of Coaching

- Coaches who adopt this style focus on teaching.
- Coaches who adopt this style focus on teaching technical and tactical skills as well as life-skills.
- Coach provides the structure and rules that allow athletes to learn to set their own goals and strive for them.
- Coach gives direction, provides instruction, and disciplines athletes when needed.
- Coach knows when to let athletes make decisions and assume responsibility.
- Coach places trust in their athletes.
- This style of coaching is almost always more fun for the athletes.

Cooperative Style of Coaching

- Coach shares decision making with their athletes.
- Coach realizes that young people cannot become responsible adults without learning to make decisions.
- The challenge for the coach is to provide the right balance between directing athletes and letting them direct themselves.
- Fosters the Athletes First, Winning Second philosophy.

Leadership in Coaching

- Leadership – working with and teaching others, helping them reach their potential in contributing to the team's common goal.
- Excellent coaches – leaders – give the team direction by having a vision of what can be, and they know how to translate this vision into reality.

Leadership in Coaching

- Coaches, in their leadership roles, seek to develop an environment called **team culture** to achieve the goals the leader has charted.
- This **team culture** is created through selecting, motivating, rewarding, retaining, and unifying members of their team, which includes athletes, assistants, parents, and others who help the organization.
- **Team culture** is the way things are done on a team.

Leadership in Coaching

- An excellent leader – an excellent coach – must develop the interpersonal skills to move people to action.
- Communication skills (talking, listening, negotiating, encouraging, consoling) are essential.
- If you want to be a successful coach, you must make things happen – you must lead.

What Leaders Do

1. Leaders provide direction.
2. Leaders build a psychological and social environment that is conducive to achieving the team's goals.
3. Leaders instill values.
4. Leaders motivate members of their group to pursue the goals of the group.
5. Leaders confront members of the organization when problems arise.
6. Leaders communicate.

Leadership versus Management

- Leadership is often confused with management.
- Management consist of planning, organizing, staffing and recruiting, scheduling, budgeting, and public relations.
- Leaders perform these functions, or delegate them to others and then oversee them, but they also do more. Leaders determine the direction of the future and then marshal the resources within the team to move in that direction.
- Excellent coaches don't just manage their teams – they lead them.

More Qualities of Successful Coaches

1. Knowledge of the Sport

- Rules
- Technical Skills
- Tactical Skills

2. Motivation

- Even with all of the skills and knowledge, without motivation, you will not be a successful coach
- Commit yourself fully and give your best effort and then you can ask your athletes to do the same.

3. Empathy

- The ability to understand the thoughts, feelings, and emotions of your athletes and to convey your sensitivity to them.

Coaching Code of Ethics

- In addition to technical and tactical skills of your sport, you must also be a coach of character, helping your athletes develop moral values and good sporting behavior.
- To be a coach of character, you must be of good character yourself – which may be a work in progress, as it is with most of us.

Guidelines for Coaches' Conduct

- Guidelines arrived at by coaches and sport administrators prescribing what are acceptable and unacceptable behaviors by code-of-coaches.

Behavioral Guidelines in Coaching Codes of Ethics

- Coaches should demonstrate the following behaviors:

1. Be respectful and honest.
2. Be fair and trustworthy.
3. Be responsible for the team and yourself.
4. Be competent and maintain your competency.
5. Be caring, providing a safe physical and psychological environment.
6. Be a role model for good citizenship; respect the law.
7. Be sensitive to cultural and individual differences.

Behavioral Guidelines in Coaching Codes of Ethics

- Coaches are asked not to engage in the following behaviors:
 1. Do not discriminate because of cultural and individual differences.
 2. Do not use alcohol, drugs, or tobacco when with the team, and discourage such use.
 3. Do not sexually harass or engage in sexual relations with athletes.
 4. Do not condone hazing or bullying.
 5. Do not gamble.